

Address by DCI  
to  
Agency Recruiters  
14 September 1979

....I continue to believe, as I told you before, without you, without your performance we would be in trouble. And I continue to say to lots of people that the primary thing I hope I can contribute to this Agency is to stress over and over again the importance of the personnel policy, personnel management. It starts at the bottom of the picture chronologically, at least, where you are, where we bring them in at the beginning. When we lost Fred, it is <sup>STATINTL</sup> no coincidence that I turned to one of our strongest managers [REDACTED] for personnel, because of the tremendous conviction that I bear the responsibility as Director to see to it that we carry on in the second thirty years with the same quality of people we have been blessed with for the first thirty. We can't ever take that for granted. And particularly not today. We have got generational changes, where people don't want to go overseas, where more and more families both work and it is hard to find overseas opportunities in our business where we can suitably appoint them both. We all know this terrible problem of inflation, the burden it puts. Particularly, on people like yourselves. You have to drive your cars, use your own homes in many cases for offices, and what not. But on all of our people, and particularly the junior people who don't get paid as much. The rate of inflation, the economists say, hurts the people who need it more than those of us in somewhat more senior pay brackets. We in the senior brackets are under a pay freeze, and what the Congress will do by the 30th of September, I can't sit here and give you a lot of hope. If they don't pass something by then, the pay raise goes in about 15/6 upward. It is

just ridiculous, when you have an organization that goes from EP-1 to 15/6. We have to make a suitable career for people. And those young people don't miss that in my opinion. They look up and they say, what do I do, when I get to be a grade 18 in this organization and I get paid like I would if I was a 15, 6 - 10 years before that.

One of the supergrades met me today, he said, well, I came into this organization as a 12 and now I am an 18 and when I get paid the same as a 12 I am going to quit. Haven't got long to go. I don't want to be all negative. I am going to talk a few minutes and hope the rest of you will follow my example, if you are as warm as I am. I just wanted to give you a few ideas of what is going on in my mind and around us here and then, as we have done before have a bull session on your strengths, your problems, your suggestions to what I can do.

On the personnel side I'm very pleased to have had the NAPA Report. A very professional job by a group of dedicated people, who know the personnel management business and it certainly confirms the structure of our personnel organization as sound. You have to also read into it a lot of recommendations for improvement. We are working through those one by one. Again, to me part of my main interest is making sure that we are doing in the best possible way and each step of the personnel process.

As we review the NAPA Report recommendations--as it turns out they aren't advisable and as you know no group ever hit everything one hundred percent on the head when they come in, no matter how dedicated or capable they are. At least we will have reassured ourselves that we have gone through a phase of the personnel management program and looked at it carefully and confirmed that we are doing it in the best way. We, as you know, are in a period of accelerated retirement. There are stories in the press, there are stories all around that we are losing our best people and we are in for trouble. Well, if we are 30 years old, and we have a government that gives disincentives for staying on and postponing your retirement. There are a lot of reasons why we have people leaving. We aren't losing our best, we are losing some very fine experienced people, of course. We have tremendous faith in the people coming up behind. We are short in numbers in some areas. Again, that is why I have come to my fixation on personnel planning and management. We have got to try to smooth those curves and humps out for the future, so that one or so leaves there is not a void behind. Particularly a void in DDO, where you can't go out and pick up a GS-14 on the street.

We as an Agency are beset with the inflation problems. The government has a serious inflation problem, as you are aware. There is not a department or an agency that doesn't feel it needs more. We feel very strongly that we need more as an intelligence community as an agency, that as the problems of the country have multiplied with political and economic

rivaling in the military and intelligence needs today. All of them becoming more complex, with military power being less of a card in our hand as a nation. The need for the leverage of intelligence is greater. And the cost are greater. These expensive technical systems are super. We are going to talk to the National Security Industrial Association on the 4th of October here in Washington for their annual meeting. I am going to tell them it is no longer any question about our worrying about what you can give us, it's whether what you can give us is something <sup>well</sup> you can afford at this point. We can get more of everything, you can do everything better. The satellites can be twice as capable. We have to now really measure whether twice as much or half again as much in dollars is worth it. Because it really has got to the point where it comes out of something else. But I want to be optimistic to you. I was excoriated on the Hill two days ago, by a Senator, a couple of Senators, by some Congressmen. Why hadn't I asked for more? Why aren't we getting more money and more people in the intelligence community. Why you are a lackey of the worst order Turner, you didn't violate the President's orders and OMB's orders and come up here and tell us they were shortchanging you.

Well, oke, I slipped. It is encouraging that the shoe is on the other foot nowadays. They don't look back and find that they were the ones cutting the budget a couple years ago, and now its why weren't you. The national problem of holding the budget down is a very real one. There is more recognition today of our needs.

Iranian failures, gross overstatement. Cuban crises where we have performed well. I have been up there this week, five different 3 hour testimonies before different committees. This is the first day I have been in the Agency, except I got hauled downtown for a lunch. Six different testimonies, five of them on Cuba. Then out of the Cubas, what comes. When you fly four flights a month for Signals Intelligence instead of 12 you get one-third or less information. Then when we double the flights in August we made an intelligence breakthrough of the classical sort, a real team work operation and we won. We found out what is going on and we are right. It has had a major impact and a pleasant one. We are not in the business of finding out grim news only. But there are six committees I have testified before now who know you can't do something with nothing and there are priorities and when the resources are limited and you allocate those priorities, why pretty soon you will end up with something (inaudible-----)our priorities were dictated to us by the National Security Council(--inaudible-----) Today everyone downtown would put the Cuban ground forces in Cuba A-1 how many two years ago--would have thought ground forces were an issue. They talked about those during the missile crisis, not much. So, out of all of this focus on our intelligence activities in the last I would say year perhaps, there has come a shift, a shift from why are those people doing things they shouldn't be doing, why aren't we getting better intelligence and it isn't sometimes pleasant to be criticized for not doing as well as we might have in Iran, that was overstated. But the

fact that it has shifted the focus to we want good intelligence, we need good intelligence, is a positive step and I think going to lead to our being able to command resources better. The SALT process has helped, we have been in the center of the SALT process, because when they finally got all done, they looked at the end of the table, there sat the DCI having to say whether you could check on this blooming Treaty because nobody is going to sign it if you can't, and that meant an awful lot of people began to appreciate how important what we do is, how we do need resources to do it and again, it adds to an understanding that we can't do it with nerves. We have areal problem. It is easy to go up and swear in front of the Foreign Relations Committee, that I will really find those missiles when they launch them and put them out in the Tundra because we have this satellite and we have that. Next year they will have me up there say and I can work that MBFR Treaty, with this satellite. Well, wait a minute I committed that last year to the Tundra and people will have to recognize that.

Just yesterday, the chairman of the Senate Intelligence Committee wanted another satellite. Well, I said it takes so many years to build them, so many million dollars. He said, I will get it for you. Can you deliver \$200 million dollars in the next 2 months, he said, I can do that. I don't think he will.

I neither want to paint you a dark or unduly optimistic picture. Basically, there are a lot of things moving our way. Opportunities for us to reemphasize to the important people on the Hill and downtown, important to what we do. Out of all the publicity out of all the inability to escape the publics -----if we want, there is at least coming

a more balanced understanding. The country is honestly still a little frantic about us, the basic understanding is they really want and need good intelligence. There is still a lack of understanding on how far we can let those people go to do it and get it. I think the balance is tipping definitely in our favor, but it is a difficult situation to get across to people. But, like it or not it is going to be more visible, more understood by the public than a decade ago and there is no way to turn the clock back. Like it or not, we are more today a public corporation than a small private business. That comes back to personnel management too. We start out as a family business and we all came in here in 48, 50, 55 or so and we are dedicated running so hard and doing so well, that some areas we haven't set up the mechanism to keep the machinery running for a century rather than 30 years and we have got to do that, and it changes in some of the ways we do business. Placing much more emphasis on Harry and his job as the leader of the personnel managers of the entire Agency. It is a transitional period, but I feel very sure that the progress we are making.

The final comment I would make in terms of the change of atmosphere, is that I would, I believe today many more responsibilities, many more demands as the DCI. There is more to be done, to bring the community into teamwork. It doesn't just happen. Over the summer and really work with the leaders of the other agencies. We together on the SALT issue. And when I went to testify on the SALT, General Tighe was

sitting right here, Admiral Inman was sitting right there, [REDACTED] was sitting right there, the State Department chap was sitting right there. I wasn't trying to suppress the descending view, in fact I wanted them there to point out where they descended with me. I called on them from time to time, now Mr. Senator, General Tighe doesn't quite agree with me, let him give you his point of view, and then he would speak up and say, the reason I don't agree with him is the following. Instead of them going around the corner and getting Tighe and then trying to divide us, we laid it out for them, where we agreed and where we differed and you know, Tighe is no chicken, if he doesn't agree with me he will stand up and say so. That kind of performance is what I want. And we did the same thing this week on Cuba. Six times we were all up there together. What we did was, we sat down last Saturday up here for instance and hacked them out--if they are genuine differences fine, but for heaven sakes don't get up there and let them think you don't know what you are talking about because you have a difference that isn't real and it gets out on the table and its because one guy doesn't have all the information or may have misinterpreted something. So we are doing a lot to bring the team together. And it really is increasingly important with the Cuban brigade situation brings it out. We have got SIGINT, HUMINT ----- and within a very short period of time we made them all three play to each other confirm each other and that is where we are standing today in what is a very critical intelligence position for our country. It is because we swayed the intelligence team. We didn't have any super stars that said, we do it all at NSA, or we do it all down at NPIC, or we do it all in the DDO. We all work together. I find myself taking more and more of my time on that kind of community coordination. It pays off



Approved For Release 2001/08/22 : CIA-RDP80B01554R003000270001-3  
for the Agency, it pays off for the Country. It places a bigger and bigger load on the DDCI but although he is small in stature, he is big in shoulders. Terribly capable and ever understanding of the intelligence process and has been one of our strong supporters in the backfield and has done a tremendous amount of work, incidentally, for us in bringing the State Department around, if I can say that.

So, back to the beginning. The atmosphere is good it is grueling. But if you don't bring them in at the bottom in high quality, it will all be for naught in a decade. Each of us, but especially with you bears that responsibility for the long term.

I tried to help you a little bit by going on national tv the morning after we got all that publicity one weekend just before I went down to Dallas a few days later, and Harry came to me and said, I don't know why we got it, all that publicity that weekend it must have been a slow weekend in Washington. The ad in the paper really hit around here. So, we went down and got on the show, Good Morning America. I don't whether that helped or hurt you. I really liked the one, Harry, the executive secretary by mail,

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the young lady who wanted to be recruited and sent her picture nude from the waist up. I think this was-----

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I'd like your reactions, I would like to hear from you, how the advertising affects you. I'm not sold on it. I don't want -----

-----I could imagine that some of you in processing 300 forms you get one good one. I don't know if it is worth your effort. We are not locked into anything here.